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Pathways to Scale for a Place-Based Funder
By Katie Merrow

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social sector in the coming decade. The hard work of figuring out how to do that has begun. Now we need to test which strategies are truly practical, perfect them, and ultimately push ourselves to new ways of thinking and acting that will determine our ability to address in full the most important challenges facing this country and the world. ✨

The complete version of this article appears on www.ssireview.org

Notes

- 1 Nancy Roob and Jeffrey L. Bradach, *Scaling What Works: Implications for Philanthropists, Policy Makers, and Nonprofit Leaders*, The Bridgespan Group, April 2009.
- 2 Grantmakers for Effective Organizations launched the Scaling What Works initiative in 2010. It has produced research reports, webinars, tools, and videos.
- 3 Bill Shore, Darell Hammond, and Amy Celep, "When Good Is Not Good Enough," *Stanford Social Innovation Review*, Fall 2013.
- 4 Jeffrey Bradach, "Scaling Impact," *Stanford Social Innovation Review*, Summer 2010.
- 5 Taz Hussein and Michaela Kerrissey, "Using National Networks to Tackle Chronic Disease," *Stanford Social Innovation Review*, Winter 2013.
- 6 Kristen V. Brown, "YMCA Diabetes Prevention Program May Be U.S. Model," *San Francisco Chronicle*, September 5, 2013.
- 7 Daniel Stid, Alex Neuhoff, Laura Burkhauser, and Bradley Seeman, *Implementation Science: How a Funder Helped 75 Agencies Apply Proven Programs to Prevent Teen Pregnancy*, The Bridgespan Group, November 2013.
- 8 For another example, see *Pathways to Grow Impact, Philanthropy's Role in the Journey*, Grantmakers for Effective Organizations, February 2013, p. 10.
- 9 *The Strong Field Framework: A Guide and Toolkit for Funders and Nonprofits Committed to Large-Scaled Impact*, The James Irvine Foundation and The Bridgespan Group, June 2009, p. 3.
- 10 John Kania and Mark Kramer, "Collective Impact," *Stanford Social Innovation Review*, Winter 2011.
- 11 See Katie Smith Milway, Maria Orozco, and Cristina Botero, "Why Nonprofit Mergers Continue to Lag," *Stanford Social Innovation Review*, Spring 2014.
- 12 For additional commentary on this pathway, see *Pathways to Grow Impact: Philanthropy's Role in the Journey*, Grantmakers for Effective Organizations, February 2013, p. 10.
- 13 Lynn A. Karoly, M. Rebecca Kilburn, and Jill S. Cannon, *Early Childhood Interventions*, RAND Labor and Population, 2005.
- 14 *States and the New Federal Home Visiting Initiative: An Assessment from the Starting Line*, Pew Center on the States, August 2011.
- 15 Michael Chu and Regina Garcia-Cuellar, *Farmacias Similares: Private and Public Health Care for the Base of the Pyramid in Mexico*, Harvard Business School, Case 307-092, January 2007. (Revised April 2011.)
- 16 Matt Bannick and Paula Goodman, "Priming the Pump for Impact Investing," www.ssireview.org, September 2012.
- 17 For example, see the description of the Robert Wood Johnson Foundation's anti-smoking strategy and its use of marketing, *Pathways to Grow Impact: Philanthropy's Role in the Journey*, Grantmakers for Effective Organizations, February 2013, pp. 9–11.
- 18 Aimee Molloy, *However Long the Night: Molly Melching's Journey to Help Millions of African Women and Girls Triumph* (New York: HarperOne, 2013).
- 19 Leo Benedictus, "The Nudge Unit—Has it Worked So Far?" *The Guardian*, May 1, 2013.
- 20 For background, see EMCF website on grantees.
- 21 Part of \$279 million raised by EMCF to scale up a few high-impact organizations.

TWO GRANTMAKERS, TWO APPROACHES TO SCALE

Pathways to Scale for a Place-Based Funder

By Katie Merrow

During our 50 years of working to improve the quality of life in communities across our state, the New Hampshire Charitable Foundation (NHCF) has learned many lessons about what it takes to increase our impact. We've found that three approaches are essential to achieving large-scale impact: partnering across sectors; long-term investment to strengthen grantees; and supporting promising and proven programs.

Partnering across sectors. To solve pressing social problems, it is important to reach across sectors and build partnerships among government, nonprofits, and business. To combat New Hampshire's rising rates of youth substance abuse, for example, NHCF entered into a 10-year partnership with the state of New Hampshire to co-fund substance-abuse prevention coalitions.

We are also leading a state commission charged with developing a plan to reduce substance use in New Hampshire. Our work on the commission brings state agencies and community partners together around shared goals and measurement systems, and we

have leveraged more dollars for evidence-based prevention. We reinforce this work by funding local advocacy efforts promoting policies that prevent youth substance abuse.

NHCF has benefitted from partnerships with the business community as well. When a local technology entrepreneur came to us wondering whether his platform that helps small businesses compete against big chains might benefit the charitable sector, we saw a ready-made opportunity to scale up our efforts to strengthen nonprofits. NHCF partnered with the entrepreneur's company, CCA Global, and the New Hampshire Center for Nonprofits to develop a Web-based platform that provides nonprofits with vetted tools and real-time instruction to improve operations. More than 1,500 nonprofit employees and board members are taking advantage of this platform to make measurable improvements in organizational behavior, board engagement in fundraising, and leadership. This project leveraged CCA Global's innovative product, the Center for Nonprofits' relationships and deep knowledge of the sector, and NHCF's ability to convene and raise significant start-up capital.

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Long-term investment to strengthen grantees. One of the ways that NHCF helps nonprofits increase their impact is by making long-term investments in building grantee infrastructure. Grantees need consistent, multiyear support in order to build strong leadership, effective operations, community partnerships, and the

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other pieces of infrastructure necessary to scale up impact. This is especially important in the many rural areas of our state, where scaling up programs is more challenging.

An example of how we help New Hampshire nonprofits scale up their impact is our five-year investment in early childhood development. We provided grantees with multiyear funding, built their evaluation capacity, and supported their coming together to establish shared goals and strategies and to learn from each other. This community-driven collaborative has substantially increased the number of young children in northern New Hampshire receiving developmental screening to identify critical needs, from 0 percent to 14 percent. The collaborative's goal is to reach 100 percent. In another case, we provided three years of flexible support while a grantee worked to complete an evaluation and draft a business plan to expand operations. The grantee is now positioned to seek national funding to grow.

We also leverage federal dollars to build nonprofit infrastructure in New Hampshire and increase resources for areas where the foundation has invested deeply. In the past three years, NHCF helped New Hampshire secure \$52 million in federal grants by directly funding grant writers, providing a required state match, or funding collaboration and collective action that attracted multiyear federal grants in areas like substance use, housing redevelopment, and children's behavioral health.

Supporting promising and proven programs. Our foundation supports proven programs wherever possible, but we will also support promising programs when they are a better fit with local needs and capacities. We intentionally work along a con-

tinuum to advance evidence-based practice in our state.

We do so in two ways. First, we fund the development and evaluation of promising local approaches to issues we care about. When a high school program to prevent substance abuse showed promising results and a strong fit with our strategy, we funded

implementation in New Hampshire schools and simultaneously co-funded a formal evaluation with state and federal partners.

The second way we advance practice is by bringing knowledge to grantees about how to implement proven programs. We fund a local

Center for Excellence that provides grantees with technical assistance to ensure fidelity to evidence-based models or to adapt models without compromising effectiveness, as they did when New Hampshire communities adopted a proven coalition model to reduce youth violence and addiction.

The Path Ahead

Place-based funders like NHCF are a ready-made network for disseminating knowledge about what works and advancing proven practices about how to scale up. We have in-depth knowledge of grantees and the communities they serve that can inform successful efforts to scale up. Looking ahead, we need more accessible co-funding arrangements with national funders that will create a more robust pipeline of scalable initiatives. Philanthropy has a real opportunity, but we need to work together in new ways to create a network for change. ✨

TWO GRANTMAKERS, TWO APPROACHES TO SCALE

The Road to Scale Runs Through Public Systems

By Patrick T. McCarthy

Twenty years ago, the Annie E. Casey Foundation launched an initiative aimed at tackling a persistent problem in the juvenile justice system: Too many young people who came into contact with the system were being confined unnecessarily in secure detention. Building on research showing that such confinement leads to significantly worse outcomes for youths, the foundation set out to help local agencies implement alternatives to detention.

Today the Juvenile Detention Alternatives Initiative (JDAI) is being implemented in more than 200 counties in 39 states and the

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District of Columbia. One in four US youths lives in a participating community. The use of secure confinement in these communities has dropped 43 percent, and there has been no decrease in public safety. Although JDAI has not been implemented in every community in the country, the approach, tools, and lessons learned have been shared broadly, and other juvenile justice leaders are taking action on their own.

JDAI is one example of a philanthropic initiative that has dramatically scaled up its impact over time. The Edna McConnell Clark Foundation's pioneering work, the opportunities provided by the US government's Social Innovation Fund, and the hard work of legions of social entrepreneurs mean that many proven programs now are